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In order to sustain outstanding results, VAMED-KMB involves all relevant stakeholders into its company processes. The company's major customer Vienna General Hospital – Medical University Campus participates in the customer satisfaction survey as well as in VAMED-KMB's self-assessment. This requires an atmosphere of mutual trust and allows for open discourse and the planning of a common future.

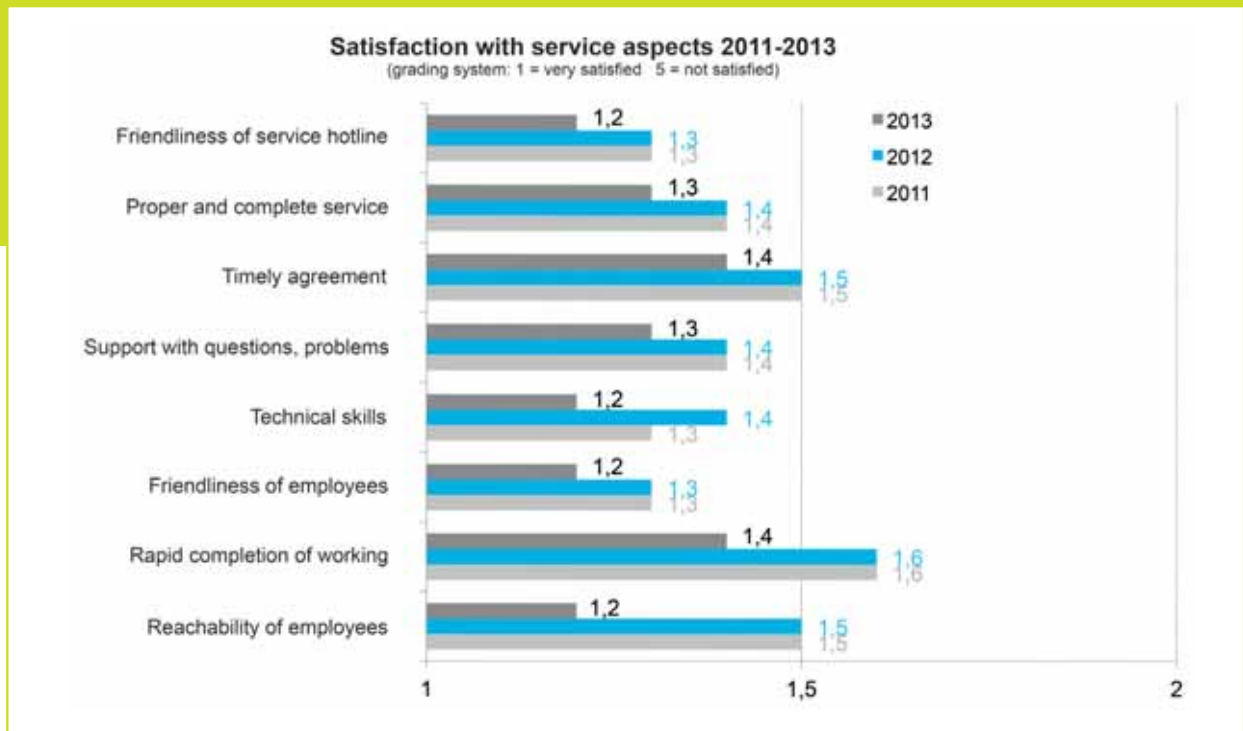
Furthermore our employees are the center of many of VAMED-KMB's activities. Numerous actions are being taken to meet the individual work-life balance needs of the employees, e.g. through "Club Lifetime" addressing health and well-being and improving the quality of living of the employees and people in their environment. Furthermore VAMED-KMB has established extensive opportunities for the employees to provide input for both strategic and operational matters, e.g. through the "Employee Orientation Platform", the structured employee interviews and the employee satisfaction survey.

Living the EFQM Excellence Model helps us to meet and exceed our stakeholder's expectations and supports our striving for

sustainability. VAMED-KMB applies the EFQM Excellence Model since 2003, for more than 10 years. During this time it has received 8 national and international awards including three times the recognition as Prize Winner at the EFQM Excellence Award in various categories: "Succeeding through People" in 2010, "Nurturing Creativity and Innovation" in 2012 and "Succeeding through the Talent of People" in 2013.

These achievements reflect how much we value our employees and a cooperative mindset, pursuant to the company's guiding principle "from people excellence for people". Their loyalty – about 300 employees have been working for VAMED-KMB for more than 20 years – results from the company's spirit. Offering our employees high quality training is an integral contribution to fostering their talents. Therefore VAMED-KMB conducts a pool of 60 in-house trainers. Our executives' commitment to the EFQM Excellence Model is expressed by the fact that 167 completed the training to be qualified EFQM Assessors.

Efficient process management supports VAMED-KMB in deploying its strategy in a systematic manner and attain its desired sets of results.



To support the establishment of such targets VAMED-KMB operates a broad benchmarking platform. This enables us to compare our performance with the performance of other excellent companies.

Together with our holding company VAMED we target the whole life cycle of healthcare facilities. Besides technical operations we offer project management and building services. By offering our customers a long-term reinvestment planning we enable them to make decisions in advance and prioritise important measures. This approach puts VAMED-KMB and its customers in a position of sustainable progress.

To be fit for future developments in the healthcare sector VAMED-KMB emphasises its innovation management. If we know today what our customers will need tomorrow, it is an advantage for both sides. To adapt our knowledge to the specific needs of our customers we lead

a continuous dialogue with their representatives, which additionally furthers the understanding for the customer's expectations – present and future.

VAMED-KMB's use of the EFQM Excellence Model is so successful, that it integrated its excellence into its contract with its major customer Vienna General Hospital. Achieving outstanding results – not only in the short term but in a sustainable manner – is a major goal of VAMED-KMB and it shares it with its stakeholders.

## About VAMED-KMB

VAMED-KMB is a subsidiary of VAMED, the leading global provider of a full line of services for hospitals and other health care facilities. The VAMED group has implemented more than 650 projects in 72 countries on four continents.

In the year 2013, VAMED was responsible for approximately 16,000 staff worldwide, generating a volume of business of 1.4 billion Euro.

VAMED-KMB is a competent partner in Vienna's healthcare system, providing valuable and sustainable operations management services with the focal points building services, structural engineering, medical technology, information and communication technology as well as infrastructural and commercial services. In addition, the company realises projects during ongoing hospital operation.